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THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

23 JUL 1975

Intelligence Community Staff

IC 75-2435

MEMORANDUM FOR: Members, NSCIC Working Group

SUBJECT: Staffing and Distributing the Family of National Intelligence Guidance Documents

1. At the 20 May meeting of the NSCIC Working Group Ambassador Ellsworth asked for a brief description of: (a) who writes the guidance documents--Objectives, Perspectives, KIQs, and US Foreign Intelligence Priorities (DCID 1/2); (b) who reviews them; and (c) who uses them.

2. The short answers to these questions would be: (a) the NIOs and the IC Staff; (b) USIB and IRAC; (c) about 500 top managers of the Intelligence Community plus key national-level users. User views are surveyed informally prior to stage (a), and formally prior to stage (b). User views conveyed either informally or formally to the DCI during stage (c) are to prime the start of the new cycle. Such is the theory of the guidance process. These are relatively new art forms, however, particularly the first three members of the Family, and the actual circumstances of producing them have been more complex, and less consistent, than the theoretical explanation implies.

3. The first editions of all these documents were basically IC Staff creations. The production of DCID 1/2 has remained within the IC Staff--specifically under an interagency task force chaired by Major General Jack E. Thomas. The NIOs have assumed the larger share of the drafting responsibility for the revised editions of the Perspectives, Objectives and KIQs--including the KIQ Strategy Reports and Performance Reports.

4. The review process has varied from document to document and from edition to edition. The first version of the Perspectives was essentially the work of two individuals within the IC Staff; the DCI was essentially the only reviewer; and the production time was a matter of days. The present edition of the Perspectives has gone through several redraftings, involving the formal participation

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of several individuals in the IC Staff and in the NIO offices (including the D/DCI/NIO himself), and some informal consultation with consumers. The Objectives were massaged by collection and production managers, in addition to the IC Staff and the NIOs, prior to their approval by USIB and IRAC.

5. With regard to the KIQs the process now comprises three stages. The first involves formulating the questions. For the FY 74 edition of the KIQs there were ad hoc consultations between members of the IC Staff and individuals within the NSC Staff, DOD, State, Treasury, and other consumers, as well as within the Community. The DCI personally reviewed the language and the total number of questions. The FY 75 KIQs were drafted by the NIOs, reviewed by the DCI, and discussed at USIB. Recommendations for deleting, adding and rewording the KIQs came to the NIOs from USIB as well as from consumers directly, e.g., the NSCIC Working Group and NSC Staff members. The same pattern holds true for the preparation of the FY 76 KIQs.

6. The second and third stages involve the drawing up of KIQ Strategy Reports and, some months afterward, KIQ Performance Reports. Both stages are directed by the appropriate NIOs in consultation with their ad hoc panels of Community representatives. Designing the format for these reports and tabulating the results have been mainly the work of the Management Planning and Resources Review Division in the IC Staff. Each of these stages is subject to modification and formal approval by USIB and IRAC.

7. The review process for DCID 1/2 has required direct and repeated communication between the Task Force under General Thomas and USIB Principals and their representatives.

8. At annex is a chart indicating the initial distribution of the most recent printed versions of the guidance documents. Recipients of the documents make further dissemination, as appropriate, while other readers are sent advance copies in lieu of printed ones. Recipients use the guidance documents in different ways and place different values on them. In this context it is worth noting that a DCI memorandum of 21 October 1974 requested USIB Principals to comment on whether, in view of the establishment


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of the KIQs, the DCID should be retained. Except for State/INR, Treasury and ERDA, the USIB Principals said, in effect, that the document had proven useful and should be retained, at least for the near future.

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Attachment:  
Annex

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